

**COUNTY OF SAN DIEGO, CALIFORNIA
BOARD OF SUPERVISORS POLICY**

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Purpose

To establish a centralized, comprehensive capital facilities and space planning program for the County that includes identifying the agency responsible for managing the program and a Countywide master plan and individual campus plans, and that establishes general objectives and standards for the location, design, and occupancy of County-owned or leased facilities.

Background

The General Management System (GMS) is the basic blueprint that guides all County of San Diego operations. The GMS guides planning, implementing, and monitoring of all County functions and processes that affect the delivery of services to San Diego County residents, businesses, and visitors, with the basic purpose to optimize efficient use of all resources. The GMS guides the management of owned or leased space used as County facilities.

The Board of Supervisors has jurisdiction over the acquisition, use and disposal of County-owned real property and County-leased property under the authority of Government Code Section 23004.

Because the facility assets and requirements of the County are extensive and face periodic operational and program delivery pressures, it is essential that the strategy to manage and plan for current and long-term capital and space needs be effective. Such a strategy requires:

1. A central point of contact for Countywide capital facility and space planning.
2. An emphasis on controlling the expansion or reduction of capital facility and space needs in an orderly manner.
3. The flexibility to respond to routine department space requests.
4. The ability to effectively respond to changes in department operations and facility requirements.
5. The ability to prioritize and consolidate capital projects through the development of an annual Capital Improvement Needs Assessment (CINA).
6. Consistent project management status reports and fiscal updates on approved capital projects.
7. Assessment of major capital renovations to meet changing requirements of the County.

Policy

Capital Projects

1. The management of County-owned and leased facilities (excluding Airport Enterprise Fund property) is centralized in the Department of General Services (DGS) where capital costs, operating expenses, and ongoing major maintenance needs are evaluated. DGS is responsible for implementation of industry design standards and best practices to guide the use of appropriate techniques, materials, and technology to improve accessibility, energy performance and sustainability, resource utilization, and the work environment in County-owned and leased facilities.

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2. The Facilities Planning Board (FPB) develops the draft annual Capital Improvement Needs Assessment (CINA), which is then reviewed by the Group General Managers, Chief Financial Officer and Chief Administrative Officer. The CINA includes a comprehensive list of all current and planned capital projects over a five-year period. The Chief Administrative Officer submits the CINA to the Board of Supervisors for approval, which in turn refers it to the Chief Administrative Officer for funding actions, as the Capital Improvements Plan (CIP).

Capital projects that are included in the approved CINA and for which funding has been identified in the CIP will be budgeted in the Operational Plan under the Capital Program. The Capital Program consists of six special purpose funds: Capital Outlay Fund, Multiple Species Conservation Program Fund, Justice Facility Construction Fund, County Health Complex Fund, Library Projects Fund, and Major Maintenance Capital Outlay Fund. (See also Board Policies B-37 - *Use of the Capital Outlay Fund*, B-69 - *Allocation of County Penalty Assessment Fund* and F-38 - *Edgemoor Property Development*.) Appropriation requests for CINA capital projects may also be brought forward for mid-year approval by the Board of Supervisors if circumstances warrant action sooner than would occur in the course of the regular Operational Plan development process.

3. Capital projects shall be prioritized using specific criteria including, but not limited to:
 - a. Linkage to the County's Strategic Plan
 - b. Critical need: life, safety and emergency
 - c. State/federal mandates/legally binding commitments
 - d. Operating budget impacts: quantifiable reduced operating costs
 - e. Maintenance budget impacts: quantifiable reduced maintenance costs
 - f. Customer service benefits
 - g. Quality of life

Facilities Planning

1. Strategic facility planning studies will be performed to identify the types, best locations for, expected costs of, and timelines for bringing facility needs in line with department strategic goals. DGS shall be responsible for preparing and updating facility campus plans. DGS shall also assist departments to properly plan for future facility needs by helping identify the following facility cost items in departments' strategic facility plans:
 - a. Cost of leasing or purchasing a facility.
 - b. Start-up costs, including necessary furniture and equipment, moving costs, etc.

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- c. Installation of telephone and data equipment and wiring.
 - d. On-going maintenance and utility costs.
 - e. Cost and return on investment for potential energy efficiency or sustainability improvements of purchased facilities.
 - f. Additional overhead costs.
2. A Countywide facilities campus plan shall be prepared that incorporates facility campus plans and departments' facility strategic plans. The Countywide facilities master plan will serve as a graphic overview of what the County owns, occupies, and uses, including tenant and site information, as well as provide a textual outline of facilities' conditions, including life-cycle costs and replacement strategies. It will be used to develop a multi-year program and capital facility needs projections, implemented through the CINA.

Design and Location

1. Minimum location and design guidelines will be used for County-owned and leased facilities. When locating and designing facilities, the County will follow the same principles it would require the private sector to adhere to. The following criteria shall also be considered:
- A. Location
 - (1) Access to the facility by the population utilizing the services.
 - (2) Access to public transportation that would serve the public and employees.
 - (3) The opportunity to revitalize an area and stimulate desirable neighborhood characteristics, and/or assist in the implementation of planned land use patterns within any community.
 - (4) The opportunity to maximize the use of County-owned facilities by co-locating programs for public convenience and operational cost savings.
 - (5) The facility and/or occupancy costs.
 - (6) The establishment of an equity position.
 - (7) The replacement of lease costs with fixed debt service and eventual retirement, when appropriate.
 - (8) Degree of significant community concern.
 - B. Design. (Board Policy G-15 - *Design Standards for County-Owned Facilities and Properties* provides general principles and objectives for the design, construction and improvement of County-owned property.)

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- (1) Provide safe, functional, and aesthetically pleasing facilities at reasonable cost.
- (2) Maximize the exterior and interior life of facilities while considering facility design and construction costs.
- (3) Set environmental standards that maximize energy conservation and efficiency, while providing a comfortable, efficient work environment for building occupants.
- (4) Promote recycling and conservation of resources, and incorporate methods and systems for recycling solid and liquid waste into the planning of County facilities.
- (5) Provide adequate lunch and lounge areas for County employees.
- (6) Provide adequate accessibility for disabled individuals.

Space Planning

1. The Board of Supervisors shall approve space requirements for a facility when approving a capital project. Space requirements for a facility, once approved by the Board of Supervisors, shall not be increased without further approval by the Board. The Director of General Services is authorized to make minor adjustments (10 percent or less) to the approved requirements if necessitated by facility configuration or adapting of an activity to a specific site.
2. When locating facilities that may have potential public concern because of use or environmental considerations, the Director of DGS shall notify the Supervisor in whose district the facility is proposed to be located and provide information regarding the size, program, and estimated impact on the community. In addition, the following notification requirements shall also be followed:
 - A. In compliance with Government Code Section 65402 (b), information on location, purpose and extent of the facility shall be provided to the local planning agency and a conformance to the general plan report shall be requested.
 - B. In compliance with Government Code Section 25351, the Director of DGS shall notify the city clerk in writing at least 60 days prior to going out to bid to construct a County building, expand an existing building, expand the use of an existing building, or enter into a lease of a building within the incorporated territory of a city. In situations where a bid process is not used, the city clerk shall be notified at least 60 days prior to the

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construction, expansion or lease of a building. The Director of DGS may request that the city council waive the 60-day notification by resolution.

- C. If a facility proposed to be located in the unincorporated area has a potential public concern because of use or environmental considerations, County staff shall notify the appropriate citizens planning or sponsor group in writing, at least 60 days prior to acquiring or expanding a facility or acquiring land.

This policy is intended to provide the framework for capital facility planning. Processing details are included in the Administrative Manual section on Capital and Space Requests, 0050-01-6.

Definitions

Capital Improvements Plan (CIP) reflects the funded or partially funded active capital projects for a five-year period that are included in the approved CINA and for which funding has been identified in the Operational Plan. Projects include, but are not limited to new buildings, new infrastructure and major maintenance renovations exceeding \$500,000.

Capital Improvement Needs Assessment (CINA) is the Countywide summary of short-and long-range land acquisitions and capital improvements that enhance or improve public services. The plan projects a five-year time frame, but is reviewed annually for updates and revisions.

Capital Program comprises the six major funds that are used for the acquisition and construction of new public improvements including buildings and initial furnishings and equipment; land and permanent on-site and off-site improvements necessary for the completion of a capital project; and the replacement or reconstruction of permanent public improvements which extends the useful life, increases the building's ability to provide service, or changes the functionality of an existing asset or certain areas of the existing asset.

Facilities Planning Board consists of the Financial Policy and Planning Director and the five Group Finance Directors, with the Director, Department of General Services, providing staff support.

Campus Plans are comprehensive, regional, strategic plans for individual County facilities with multiple buildings and County users.

Master Plan is a comprehensive strategic plan covering major County facilities and encompassing many uses and departments.

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Responsible Departments

1. Department of General Services
2. Office of Financial Planning
3. Chief Administrative Officer

Sunset Date

This policy will be reviewed for continuance by 12-31-2024.

References

- Board Action
- 12-09-1997 (19)
 - 06-21-2005 (15)
 - 12-09-2008 (33)
 - 06-28-2011 (9)
 - 11-14-2017 (16)
 - 10-30-2018 (23)